

## MEMORANDUM

TO: Personnel, Legislative and Public Affairs Subcommittee

SUBJECT: Recommended Revisions to P-MRNRD Wage and Salary Administration Program

- a. Pay Range Revisions (Midpoints)
- b. Adjustment Guide Revisions ("n" Factor)

DATE: April 2, 2008

FROM: John Winkler, General Manager

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The P-MRNRD Wage and Salary Administration Program requires the General Manager to provide recommendations to the Personnel, Legislative and Public Affairs Subcommittee for revisions in the Wage and Salary Pay Ranges (midpoints) and revisions in the Adjustment Guide ("n" factor) to be used for calendar year 2008. The PLPA Subcommittee is to review this information and make recommendations to the Board for consideration and action.

Base data from the Omaha job market is used to determine the recommended midpoint values and the "n" factor. The base data is taken from the 2007 Nebraska State Salary Survey (dated, March, 2008), which is prepared by the Nebraska Department of Personnel. The P-MRNRD is a participant in this survey.

a. Pay Range Revisions (Midpoints): Attached is the following information used to determine suggested midpoints for CY 2008:

1. Spreadsheet showing the midpoints using base data from the 2007 State Salary Survey. Approximately 180 benchmark positions in the Omaha area are used to calculate the updates.
2. Regression calculation used to determine the proposed P-MRNRD payline and midpoints for calendar year 2008.
3. Chart showing the proposed P-MRNRD payline (the straight line) and the midpoints.
4. Chart showing the 2007 and proposed pay ranges for calendar year 2008. The red numbers are the proposed numbers for CY 2008. The numbers in the middle box (yellow) are the midpoints. Please note that pay ranges vary from 9.8% increase for Salary Grade 2 through 2.7% for Salary Grade 21. The average increase in midpoint values is **4.8%**, which is the proposed "n" factor for CY 2008. The "n" factor for CY 2007 was 1%.

**RECOMMENDATION:** It is recommended that the wage and salary pay ranges, as presented, be approved and that the changes be effective January 1, 2008.

b. Adjustment Guide Revisions ("n" Factor): The Wage and Salary Administration Program provides an example wage and salary increase guide which includes three factors- evaluation period, adjustment factor, and the "n" factor. A copy of the example guide is attached. The second Adjustment Guide shows the proposed Adjustment Factors for calendar year 2008, using 4.8% as the "n" factor to compute Adjustment Factors. The Adjustment Factors for last year (2007) are also shown.

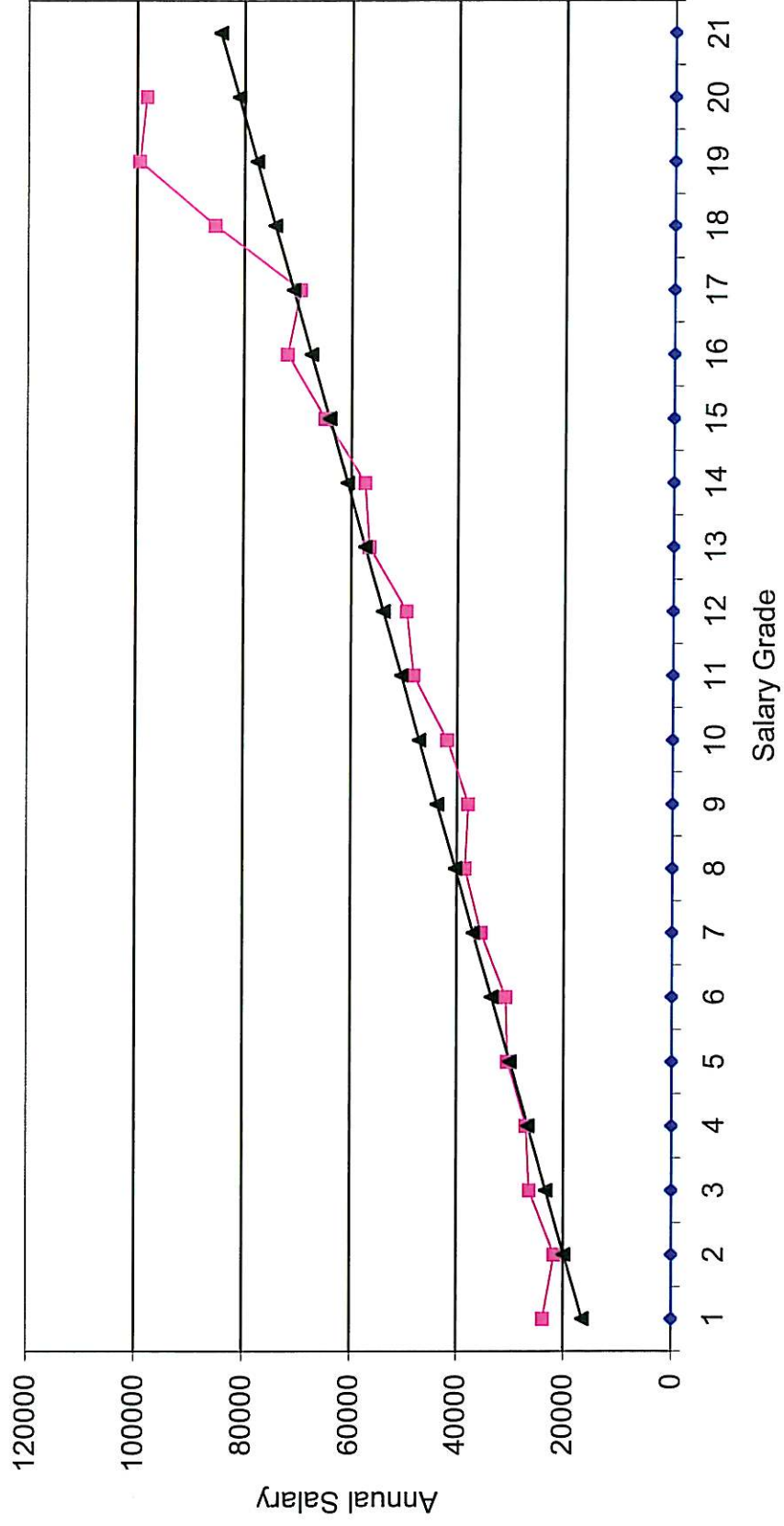
**RECOMMENDATION:** It is recommended that an "n" Factor of 4.8% be used to compute Adjustment Factors for Calendar Year 2008 and that the resulting Adjustment Guide be effective January 1, 2008.

If these recommendations are adopted, the estimated dollar impact on base salaries for calendar year 2008 (January 1, 2008 through December 31, 2008), would be approximately \$65,000.

Attached is a chart showing the history of the Wage and Salary Administration Program for calendar year 2008 through 1982 and cost of living adjustments made from 1981 through 1973. Also attached for your review is a copy of the proposed P-MRNRD Wage and Salary Administration Program for 2008.



# 2007 State Salary Survey



SALARY SURVEY REGRESSION CALCULATION  
For Calendar Year 2007  
Information From Salary Survey  
Input Hourly Rate Only!

March, 2008

Pay Grade	Hourly Rate	Annual Salary	Regression Output:	Annual Salary Using Payline Equation	Hourly Rate Using Payline Equation
1	<b>\$11.44</b>	23,795.20	Constant	<b>\$16,460.83</b>	7.91
2	<b>\$10.41</b>	21,652.80	X Coefficient(s)	<b>\$19,861.70</b>	9.55
3	<b>\$12.68</b>	26,374.40	R Squared	<b>\$23,262.58</b>	11.18
4	<b>\$12.98</b>	26,998.40	No. of Observations	<b>\$26,663.45</b>	12.82
5	<b>\$14.67</b>	30,513.60		<b>\$30,064.33</b>	14.45
6	<b>\$14.81</b>	30,804.80		<b>\$33,465.20</b>	16.09
7	<b>\$17.03</b>	35,422.40		<b>\$36,866.08</b>	17.72
8	<b>\$18.48</b>	38,438.40		<b>\$40,266.95</b>	19.36
9	<b>\$18.21</b>	37,876.80		<b>\$43,667.83</b>	20.99
10	<b>\$20.11</b>	41,828.80		<b>\$47,068.70</b>	22.63
11	<b>\$23.15</b>	48,152.00		<b>\$50,469.58</b>	24.26
12	<b>\$23.81</b>	49,524.80		<b>\$53,870.45</b>	25.90
13	<b>\$27.14</b>	56,451.20		<b>\$57,271.33</b>	27.53
14	<b>\$27.52</b>	57,241.60		<b>\$60,672.20</b>	29.17
15	<b>\$31.17</b>	64,833.60		<b>\$64,073.08</b>	30.80
16	<b>\$34.56</b>	71,884.80		<b>\$67,473.96</b>	32.44
17	<b>\$33.40</b>	69,472.00		<b>\$70,874.83</b>	34.07
18	<b>\$41.04</b>	85,363.20		<b>\$74,275.71</b>	35.71
19	<b>\$47.80</b>	99,424.00		<b>\$77,676.58</b>	37.34
20	<b>\$47.17</b>	98,113.60		<b>\$81,077.46</b>	38.98
21				<b>\$84,478.33</b>	40.61

Payline Equation  
Y= Constant + (X Coefficient \* Pay Grade)  
Y=19 + (10 \* (Column B))



Calendar Year - 2008

Proposed Salary Ranges January, 2008  
Adopted -

WAGE AND SALARY PAY RANGES

Salary Grade	80%		Mid-Point			120%	
	Current	Proposed	Current	Proposed	%	Current	Proposed
2	\$14,470.86	\$15,889.36	\$18,088.57	\$19,861.70	9.8%	\$21,706.28	\$23,834.04
3	\$17,085.92	\$18,610.06	\$21,357.40	\$23,262.58	8.9%	\$25,628.88	\$27,915.10
4	\$19,951.65	\$21,330.76	\$24,939.56	\$26,663.45	6.9%	\$29,927.47	\$31,996.14
5	\$22,497.37	\$24,051.46	\$28,121.71	\$30,064.33	6.9%	\$33,746.05	\$36,077.20
6	\$25,203.10	\$26,772.16	\$31,503.87	\$33,465.20	6.2%	\$37,804.64	\$40,158.24
7	\$27,908.82	\$29,492.86	\$34,886.03	\$36,866.08	5.7%	\$41,863.24	\$44,239.30
8	\$30,614.55	\$32,213.56	\$38,268.19	\$40,266.95	5.2%	\$45,921.83	\$48,320.34
9	\$33,320.27	\$34,934.26	\$41,650.34	\$43,667.83	4.8%	\$49,980.41	\$52,401.40
10	\$36,026.00	\$37,654.96	\$45,032.50	\$47,068.70	4.5%	\$54,039.00	\$56,482.44
11	\$38,731.73	\$40,375.66	\$48,414.66	\$50,469.58	4.2%	\$58,097.59	\$60,563.50
12	\$41,437.46	\$43,096.36	\$51,796.82	\$53,870.45	4.0%	\$62,156.18	\$64,644.54
13	\$44,143.18	\$45,817.06	\$55,178.97	\$57,271.33	3.8%	\$66,214.76	\$68,725.60
14	\$46,848.90	\$48,537.76	\$58,561.13	\$60,672.20	3.6%	\$70,273.36	\$72,806.64
15	\$49,554.63	\$51,258.46	\$61,943.29	\$64,073.08	3.4%	\$74,331.95	\$76,887.70
16	\$52,260.35	\$53,979.17	\$65,325.44	\$67,473.96	3.3%	\$78,390.53	\$80,968.75
17	\$54,966.08	\$56,699.86	\$68,707.60	\$70,874.83	3.2%	\$82,449.12	\$85,049.80
18	\$57,671.81	\$59,420.57	\$72,089.76	\$74,275.71	3.0%	\$86,507.71	\$89,130.85
19	\$60,377.54	\$62,141.26	\$75,471.92	\$77,676.58	2.9%	\$90,566.30	\$93,211.90
20	\$63,083.26	\$64,861.97	\$78,854.07	\$81,077.46	2.8%	\$94,624.88	\$97,292.95
21	\$65,788.98	\$67,582.66	\$82,236.23	\$84,478.33	2.7%	\$98,683.48	\$101,374.00

**4.8% = "n" factor for CY 2008**

**PAPIO-MISSOURI RIVER NRD  
WAGE AND SALARY ADJUSTMENT GUIDE**

<p>E.P. = Evaluation Period A.F. = Adjustment Factor n = Annual Pay Range Change</p>					Maximum 120%	
<p>Unacceptable 1</p>	<p>E.P. = 1 yr 3 yrs A.F. = 1.032n</p>					
		<p>E.P. = 1 yr 3 yrs A.F. = 1.029n</p>				
			<p>E.P. = 1 yr 3 yr A.F. = 1.027n</p>			
				<p>E.P. = 1 yr 3 yr A.F. = 1.024n</p>		
					<p>E.P. = 1 yr 2 yr A.F. = 1.037n</p>	
<p>Below Expectations 2</p>						
<p>Meets Expectations 3</p>						
<p>Exceeds Expectations 4</p>						
<p>Far Exceeds Expectations 5</p>						
INDIVIDUAL PERFORMANCE					Minimum 80%	

Of Midpoint

**PAPIO-MISSOURI RIVER NRD  
WAGE AND SALARY ADJUSTMENT GUIDE**

E.P. = Evaluation Period  
A.F. = Adjustment Factor

Effective Date: January 1, 2008

**Proposed "n" Factor = 4.8%**

Maximum 120%					Minimum 80%				
Unacceptable 1	E.P. = 1 yr 3 yrs A.F. (07) = 1.042 <b>A.F. (08) = 1.082</b>	2	Falls Below Expectations	3	Meets Expectations	4	Exceeds Expectations	5	Far Exceeds Expectations
	E.P. = 1 yr 2 yrs A.F. (07) = 1.058 <b>A.F. (08) = 1.098</b>	E.P. = 1 yr 3 yrs A.F. (07) = 1.034 <b>A.F. (08) = 1.054</b>	E.P. = 1 yr 2 yrs A.F. (07) = 1.054 <b>A.F. (08) = 1.094</b>	E.P. = 1 yr 3 yrs A.F. (07) = 1.037 <b>A.F. (08) = 1.076</b>	E.P. = 1 yr 2 yr A.F. (07) = 1.050 <b>A.F. (08) = 1.090</b>	E.P. = 1 yr 3 yr A.F. (07) = 1.034 <b>A.F. (08) = 1.073</b>	E.P. = 1 yr 2 yr A.F. (07) = 1.047 <b>A.F. (08) = 1.087</b>	E.P. = 1 yr 3 yr A.F. (07) = 1.033 <b>A.F. (08) = 1.072</b>	112%
Midpoint 96%	E.P. = 1 yr 3 yrs A.F. (07) = 1.034 <b>A.F. (08) = 1.054</b>	E.P. = 1 yr 2 yrs A.F. (07) = 1.054 <b>A.F. (08) = 1.094</b>	E.P. = 1 yr 3 yrs A.F. (07) = 1.037 <b>A.F. (08) = 1.076</b>	E.P. = 1 yr 2 yr A.F. (07) = 1.050 <b>A.F. (08) = 1.090</b>	E.P. = 1 yr 3 yr A.F. (07) = 1.034 <b>A.F. (08) = 1.073</b>	E.P. = 1 yr 2 yr A.F. (07) = 1.047 <b>A.F. (08) = 1.087</b>	E.P. = 1 yr 3 yr A.F. (07) = 1.033 <b>A.F. (08) = 1.072</b>	104%	Of
	E.P. = 1 yr 2 yrs A.F. (07) = 1.058 <b>A.F. (08) = 1.098</b>	E.P. = 1 yr 3 yrs A.F. (07) = 1.034 <b>A.F. (08) = 1.054</b>	E.P. = 1 yr 2 yrs A.F. (07) = 1.054 <b>A.F. (08) = 1.094</b>	E.P. = 1 yr 3 yrs A.F. (07) = 1.037 <b>A.F. (08) = 1.076</b>	E.P. = 1 yr 2 yr A.F. (07) = 1.050 <b>A.F. (08) = 1.090</b>	E.P. = 1 yr 3 yr A.F. (07) = 1.034 <b>A.F. (08) = 1.073</b>	E.P. = 1 yr 2 yr A.F. (07) = 1.047 <b>A.F. (08) = 1.087</b>	E.P. = 1 yr 3 yr A.F. (07) = 1.033 <b>A.F. (08) = 1.072</b>	Midpoint 96%
Minimum 80%	E.P. = 1 yr 2 yrs A.F. (07) = 1.058 <b>A.F. (08) = 1.098</b>	E.P. = 1 yr 3 yrs A.F. (07) = 1.034 <b>A.F. (08) = 1.054</b>	E.P. = 1 yr 2 yrs A.F. (07) = 1.054 <b>A.F. (08) = 1.094</b>	E.P. = 1 yr 3 yrs A.F. (07) = 1.037 <b>A.F. (08) = 1.076</b>	E.P. = 1 yr 2 yr A.F. (07) = 1.050 <b>A.F. (08) = 1.090</b>	E.P. = 1 yr 3 yr A.F. (07) = 1.034 <b>A.F. (08) = 1.073</b>	E.P. = 1 yr 2 yr A.F. (07) = 1.047 <b>A.F. (08) = 1.087</b>	E.P. = 1 yr 3 yr A.F. (07) = 1.033 <b>A.F. (08) = 1.072</b>	Minimum 80%
	E.P. = 1 yr 3 yrs A.F. (07) = 1.042 <b>A.F. (08) = 1.082</b>	E.P. = 1 yr 2 yrs A.F. (07) = 1.058 <b>A.F. (08) = 1.098</b>	E.P. = 1 yr 3 yrs A.F. (07) = 1.034 <b>A.F. (08) = 1.054</b>	E.P. = 1 yr 2 yrs A.F. (07) = 1.054 <b>A.F. (08) = 1.094</b>	E.P. = 1 yr 3 yrs A.F. (07) = 1.037 <b>A.F. (08) = 1.076</b>	E.P. = 1 yr 2 yr A.F. (07) = 1.050 <b>A.F. (08) = 1.090</b>	E.P. = 1 yr 3 yr A.F. (07) = 1.034 <b>A.F. (08) = 1.073</b>	E.P. = 1 yr 2 yr A.F. (07) = 1.047 <b>A.F. (08) = 1.087</b>	E.P. = 1 yr 3 yr A.F. (07) = 1.033 <b>A.F. (08) = 1.072</b>

INDIVIDUAL PERFORMANCE



## Papio-Missouri River NRD Wage and Salary Administration History

Year	Recommend (Survey)	Pavline Action Taken	"n" Factor Recommend (Survey)	Action Taken	Comments
<b>2008</b>	<b>4.8% average – range from 9.8% for SG-2 to 2.7% for SG 21.</b>		<b>4.8%</b>		
2007	1% average – range from -2.6% for SG 2 and 2% for SG 5. Recommendation that midpoints for negative numbers (SG 2&3) remain at 2006 levels	Midpoints adjusted per GM recommendation	1.0%	1.0%	Average salary adjustment – 3.3%
2006	3.1% average - range from -5.6% for SG1 and 6.6% for GS21. Recommendation that midpoints for negative numbers (SG1-4) remain at 2005 levels	Midpoints adjusted per GM recommendation	3.1%	3.1%	Average salary adjustment – 4.9%
2005	3.3% across the board adjustment	Midpoints adjusted per GM recommendation	3.3%	3.3%	State of NE changed report period from CY to FY - base data not available for CY 2004. Average "n" factor for past 5 years used to determine CY 2005 calculations. Average salary adjustment – 5.4%
2004	3.7% average – range from .7% for SG2 through 4.9% for SG21	Midpoints adjusted as shown by survey	3.7%	3.7%	Average salary adjustment – 5.5%
2003	2.8% average – range from 6.2% for SG2 through 1.5% for SG 21	Midpoints adjusted as shown by survey	2.8%	2.8	Average salary adjustment – 4.75%
2002	3.6% average – range from .2% for SG2 through 5.0% for SG21	Midpoints adjusted as shown by survey	3.6%	3.6%	Average salary adjustment – 5.78%
2001	3.1% average – range from 2.1 for SG2 through 3.5 for SG 21	Midpoints adjusted as shown by survey	3.1%	3.1%	Average salary adjust – 5.64%
2000	3.3% average – range from 2.6% for SG2 through 3.6% for SG21	Midpoints adjusted as shown by survey	3.3%	3.3%	Average salary adjustment – 5.7%
1999	4.3% average – range from 5.8% for GS2 through 3.6% for SG21	Midpoints adjusted as shown by survey	4.3%	4.3%	Average salary adjustment – 7.5%
1998	3.4% average – range from 4.9% for SG 2 thru 2.8% for SG 20	Midpoints adjusted as shown by survey	3.4%	3.4%	Average salary adjustment – 6.9%
1997	2.9% average - range from 7.4% for SG2 through 1.1% for SG 20	Midpoints adjusted as shown by survey	2.9%	2.9%	Average salary adjustments – 5.48%
1996	2.4% average - range from 3.2% for SG2 through 1.8% for SG 20	Midpoints adjusted as shown by survey	2.4%	2.4%	
1995	2.8% average - range from .1% for SG 2 through 4.2% for SG 20	Midpoints adjusted as shown by survey	2.8%	2.8%	Board took action to cap salary adjustments for employees at 100% of midpoint or over at 4%

1994	<u>3.4% average</u> - range from 5.4% for SG 2 through 2.6% for SG 20	Midpoints adjusted as shown by survey	3.4%	3.4%	
1993	<u>.9% average</u> - range from 0% for SG 2 through -1.0% for SG 20	Midpoints adjusted as shown by survey	.9%	.9%	4.5% cap placed on salary adjustments
1992	<u>4.4% average</u> - range from -13.3% for SG 1 through 6.3% for SG 20	SG 1-3 (negative numbers) remain at 1991 midpoint values – SG 4 - 20 adjust to .1% through 6.3% as proposed	4.4%	3.0%	
1991	<u>5.6% average</u> - range from -10.9 for SG 1 through 9.3% for SG 20	SG 1-4 (negative numbers) remain at 1990 midpoint values – SG 5 - 20 adjust to 0% through 9.3% as proposed	5.6%	5.6%	
1990	<u>10.6% average</u> - range from -5.5% for SG 1 through 14.2% for SG 20	7% across the board increase to midpoint values	10.6%	4.0%	
1989	<u>9.5% average</u> - range from 0.7% for SG 3 through 12.9% for SG 20	4.5% across the board increase to midpoint values	9.5%	4.5%	
1988	<u>0.7% average</u> - range from 0.0% for SG 1 through 0.9% for SG 20	0.7% across the board increase to midpoint values	0.7%	2.0%	2.0% given because "n" factor in 1987 was 10.2% and only 5% was given
1987	<u>10.2% average</u> - range from 13.3% for SG 3 through 9.3% for SG 20	midpoints adjusted as shown by survey	10.2%	5.0%	Board felt 10.2% "n" factor was too high. "n" factor was set at 5.0% because "n" factor had been 0% since 1984
1986	<u>4.3% average</u> - range from 7.1% for SG 3 through 3.6% for SG 20	Board made no changes in midpoint values	4.3%	0.0%	Board did not increase "n" factor because last year's survey showed payroll going down but P-MRNRD payroll was not lowered. Board kept "n" factor at 0%
1985	<u>-4% average</u> - range from -2.9% for SG 3 through -4.9% for SG 20	Board made no changes in midpoint values	-4.0%	0.0%	1984 Omaha average payroll 4% lower than 1983 Omaha payroll. Board made no changes in midpoint values and kept "n" factor at 0%
1984	<u>5.1% average</u> - range from 4.6% for SG 3 through 5.5% for SG 20	5.0% increase across the board to midpoint values	5.1%	5.0%	
1983	<u>4.0% average</u> - range from 0.6% for SG 3 through 5.3% for SG 20	midpoints adjusted as shown in survey	4.0%	4.0%	
1982	Set by survey	Set by survey	7.0%	7.0%	Program started

P-MRNRD Wage and Salary Adjustment Program was adopted in July, 1982. Prior to that time employees were given cost of living increases plus merit bonuses each July. The following is a summary of cost of living increases:

Year	Cost of Living Increase Given to Employees	Cost of Living Index Figure
1981	7.0%	10.6%
1980	12.0%	14.7%
1979	7.0%	10.2%
1978	6.5%	6.5%
1977	4.0% + \$300	6.4%
1976	6.0%	6.1%
1975	Under \$10,000 - 10% \$10,000 - 11,999 - 9% \$12,000 - 13,999 - 8% \$14,000 - 15,999 - 7% \$16,000 - 17,999 - 6% \$18,000 and over - 5%	10.3%
1974	10.2%	10.2%
1973	5.1%	5.1%

# PAPIO-MISSOURI RIVER NRD

## WAGE AND SALARY ADMINISTRATION PROGRAM

Adopted: June 10, 1982

Revised: April 10, 2008



**PAPIO-MISSOURI RIVER NATURAL RESOURCES DISTRICT  
WAGE AND SALARY ADMINISTRATION PROGRAM**

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Attachment 2	Evaluation Form
Attachment 3	Example Salary Adjustment Worksheet

## **I. WAGE AND SALARY ADMINISTRATION POLICY:**

A. **Policy:** It is the policy of the District to provide steady employment at a salary or wage rate comparable to the prevailing rate for similar services in the District.

B. **Purpose:** The Wage and Salary Administration Program, which has been established to implement this policy is intended to:

1. Attract, retain and motivate employees by offering adequate wages regardless of race, religion, national origin, sex, age, color, handicap or political beliefs.
2. Compensate those who are able to make the greatest contributions to the advancement of the District.
3. Standardize salaries and wage rates for jobs of equal worth to the District in an effort to provide fair treatment for all employees.
4. Establish a system whereby both employee and supervisor may know what opportunity the job offers, what advancement may take place and what performance is expected.
5. Provide guidelines for the effective administration of the program by supervisory and management personnel.

## **II. JOB DESCRIPTIONS:**

A. **Policy:** It is the policy of the District to have a current job description for each personnel position which the District includes in the table of organization. The job description is a statement of the purpose for and major duties and responsibilities of each position. It will include title, position classification and salary grade, normal work schedule, office location, and supervisor's title. The description of the job will include a description, specific responsibilities, and work requirements. An example job description is attached (Attachment 1). The development and updating of job descriptions shall be the responsibility of the General Manager and shall include input from the employee, supervisor and management personnel of the District.

B. **Purpose:** The job descriptions adopted by the District are intended to:

1. Assist in the hiring of new employees by providing a summary of the experience, education and skills, which are required of a new employee. It will also assist the new employee in understanding the duties and responsibilities of the position.
2. Provide a guide to the supervisor in establishing an appropriate employee development program so that the employee can better fulfill the duties and responsibilities.
3. To provide a comprehensive summary of the expectations of the position so that it may be used for job comparison purposes to other jobs in the District and jobs outside the District.

### III. JOB EVALUATION AND COMPARISON ANALYSIS

A. **Policy:** Since jobs differ in their value to the District, the job evaluation and comparison analysis is intended to assess the relative worth of individual jobs, thus developing a structure according to value. The General Manager will perform this analysis.

B. **Purpose:** The job evaluation and comparison analysis involves evaluating each job in the District and ranking those jobs.

C. **Method:**

The process of evaluation is based on the concept that all jobs are a composite of similar basic identifiable elements. All jobs require know how, which can generally be described as the skill or knowledge required for a competent performance. Another basic common element is problem solving which is generally defined as the amount of self-starting thinking required for reasoning, evaluating, creating, analyzing and arriving at conclusions. A third basic common element is accountability or the degree to which the job is answerable for an action and its consequences. All three items will be considered when evaluating specific jobs.

For the job comparison analysis, the primary source that will be employed to assist in establishing the comparative value for each position will be the State of Nebraska Classification System. The Nebraska Classification System will be used since it shows the relative importance of specific jobs to other jobs in that organization. That is, how the State feels their jobs rate from most valued to least valued.

1. The duties and responsibilities contained in District job descriptions are analyzed and then matched to similar data in the State system.
2. If the job cannot be matched specifically, then a job is compared to other jobs with similar duties and responsibilities in that system or to similar jobs within the District.

### IV. JOB GROUPING AND GRADES

A. **Policy:** Utilizing the approach outlined in the Job Evaluation and Comparison Analysis section, each position with the District shall be assigned a salary grade by the General Manager.

B. **Purpose:** The Job Evaluation and Comparison Analysis shows the comparative value of each job to the District. These jobs are grouped along with other jobs of approximate equal value into specific grades. The salary grade schedule for the District is shown on Page 5.



### SALARY GRADE SCHEDULE - JANUARY, 2007

SALARY GRADE	POSITION
Salary Grade 2	<ul style="list-style-type: none"> <li>◆ Night Security (Part Time) (2 positions)</li> <li>◆ Office Aide (Temporary) (1 position)</li> </ul>
Salary Grade 3	<ul style="list-style-type: none"> <li>◆ Laborer (Temporary) (2 positions)</li> <li>◆ Groundskeeper (Temporary) (6 positions)</li> </ul>
Salary Grade 4	<ul style="list-style-type: none"> <li>◆ Engineering Aide/Surveyor (Temporary)</li> <li>◆ Project Bookkeeper (Part Time)</li> <li>◆ Water Supply Technician (Part Time)</li> </ul>
Salary Grade 5	<ul style="list-style-type: none"> <li>◆ Land Steward</li> <li>◆ Custodian</li> </ul>
Salary Grade 6	<ul style="list-style-type: none"> <li>◆ Program Assistant (4 positions)</li> <li>◆ Receptionist/Secretary</li> <li>◆ Medium Equipment Operator (3 positions)</li> <li>◆ Lead Land Steward</li> <li>◆ Conservation Technician</li> <li>◆ Accounting Assistant</li> <li>◆ Water Supply Operator (2 positions)</li> <li>◆ Engineering Aide/Surveyor</li> </ul>
Salary Grade 7	<ul style="list-style-type: none"> <li>◆ District Secretary</li> <li>◆ NRCS Administrative Secretary – NRC</li> </ul>
Salary Grade 8	<ul style="list-style-type: none"> <li>◆ Assistant O&amp;M Superintendent</li> <li>◆ Heavy Equipment Operator (2 positions)</li> <li>◆ Engineering Aide/Drafter</li> <li>◆ Assistant Park Superintendent</li> <li>◆ Water Supply Superintendent (2 positions)</li> </ul>
Salary Grade 9	<ul style="list-style-type: none"> <li>◆ Purchasing Agent</li> <li>◆ Field Representative (3 positions)</li> <li>◆ Education/Volunteer Specialist</li> </ul>
Salary Grade 10	<ul style="list-style-type: none"> <li>◆ O&amp;M Superintendent</li> <li>◆ Administrative Coordinator</li> <li>◆ District Accountant</li> <li>◆ Engineering Aide/Survey Coordinator</li> </ul>
Salary Grade 11	<ul style="list-style-type: none"> <li>◆ Park Superintendent</li> </ul>
Salary Grade 13	<ul style="list-style-type: none"> <li>◆ Natural Resources Planner</li> </ul>
Salary Grade 14	<ul style="list-style-type: none"> <li>◆ Land and Water Programs Coordinator</li> <li>◆ Stormwater Management Engineer</li> <li>◆ Construction Engineer</li> <li>◆ Environmental Coordinator</li> <li>◆ Project Manager</li> </ul>
Salary Grade 15	<ul style="list-style-type: none"> <li>◆ IT Coordinator</li> <li>◆ Water Resources Engineer</li> </ul>
Salary Grade 18	<ul style="list-style-type: none"> <li>◆ Assistant General Manager</li> </ul>



## **V. WAGE AND SALARY PAY RANGES**

A. **Policy:** The Board of Directors of the District shall establish wage and salary pay ranges for each salary grade. The wage and salary pay ranges shall indicate the minimum, mid-point and maximum value. The primary source of information to be used in establishing wage and salary pay ranges will be the State Salary Survey published annually by the Nebraska Department of Personnel.

B. **Purpose:** Wage and salary pay ranges are established for each salary grade to:

1. Establish wage and salary rates that are comparable to other employers in the Omaha area as shown by established salary surveys.
2. To establish minimum or hiring rates for each grade and to establish maximum rates for each grade.

A rate of 80% of mid-point will be considered as the minimum rate for that salary grade. A rate of 75% of mid-point may be used when it is determined to be in the District's interest by the General Manager. The maximum rate will normally be 120% of mid-point and the top rate paid to an employee within that salary range, usually after several years of service. New employees will generally be hired at the minimum for their salary grade unless they possess special qualifications or prevailing wage and salary conditions require otherwise. The wage and salary pay ranges are shown on Page 7.

**Papio-Missouri River NRD  
Wage and Salary Pay Ranges  
January 1, 2008**

Salary Grade	80%	Mid-Point	120%
2	\$15,889.36	\$19,861.70	\$23,834.04
3	\$18,610.06	\$23,262.58	\$27,915.10
4	\$21,330.76	\$26,663.45	\$31,996.14
5	\$24,051.46	\$30,064.33	\$36,077.20
6	\$26,772.16	\$33,465.20	\$40,158.24
7	\$29,492.86	\$36,866.08	\$44,239.30
8	\$32,213.56	\$40,266.95	\$48,320.34
9	\$34,934.26	\$43,667.83	\$52,401.40
10	\$37,654.96	\$47,068.70	\$56,482.44
11	\$40,375.66	\$50,469.58	\$60,563.50
12	\$43,096.36	\$53,870.45	\$64,644.54
13	\$45,817.06	\$57,271.33	\$68,725.60
14	\$48,537.76	\$60,672.20	\$72,806.64
15	\$51,258.46	\$64,073.08	\$76,887.70
16	\$53,979.17	\$67,473.96	\$80,968.75
17	\$56,699.86	\$70,874.83	\$85,049.80
18	\$59,420.57	\$74,275.71	\$89,130.85
19	\$62,141.26	\$77,676.58	\$93,211.90
20	\$64,861.97	\$81,077.46	\$97,292.95
21	\$67,582.66	\$84,478.33	\$101,374.00

## **VI. PERFORMANCE REVIEW AND APPRAISAL**

A. **Policy:** It is the policy of the District to have the performance of employees reviewed periodically and an appraisal of that performance documented.

B. **Purpose:** The purpose of the performance review and appraisal is to:

1. Provide timely and planned information to an employee on his/her performance in relationship to the requirements of the job.
2. Provide supervisors with an opportunity to guide the employee in an effort to obtain and sustain maximum performance.
3. Provide an objective basis upon which wage and salary adjustments are based.

The formal review and appraisal is not intended to replace the need for continuous and informal communication between the employee and supervisor regarding job performance.

C. **Training:** All supervisory personnel of the District who are responsible for performance reviews and appraisals will have a minimum of 1 day per year of formal training in completing and communicating the performance appraisal. This training will be scheduled during the period October - December of each year. Non-District personnel who are trained and experienced in performance appraisal procedures and concepts and conducting training sessions will perform this training session. In addition, the General Manager will provide such additional training as is considered necessary to provide for uniform appraisal techniques by District supervisory personnel.

D. **Frequency:** All new employees will be formally reviewed near the end of the 90 day probationary period. No wage or salary adjustment will be made at this time but a decision will be made as to whether the probationary employee will become a regular employee or be released from District employment. A performance review and appraisal will be conducted near the end of the first 6 month period of employment and the first wage and salary adjustment may be made at this time based on the performance review and the Adjustment Guide.

Following the initial performance review and appraisal, subsequent performance reviews and appraisals will be made in accordance with the time period provided for in the Adjustment Guide. The specific date for a future performance review and appraisal will be established at the time of the previous review.

If a District employee accepts a promotion or lateral transfer to a new position, the date of promotion or transfer will be used to determine the next evaluation date.

Interim performance reviews and appraisals may be requested by an employee or initiated by the supervisor when it is determined that this is in the best interest of the employee or the District to address performance deficiencies.

Performance reviews and appraisals will be made no more than 15 days prior to and no later than the effective date for wage or salary adjustments.



E. **Appraisal Form:** A uniform appraisal form shall be used by all supervisory personnel for performance review and appraisal documentation. The appraisal form to be used, which contains instructions on its use, is attached (Attachment 2). The appraisal form may be revised or modified from time to time by the General Manager.

## VII. WAGE AND SALARY ADJUSTMENTS

A. **Policy:** The General Manager of the District will be responsible for making wage and salary adjustments in accordance with this Wage and Salary Administration Program. The General Manager also has the authority to adjust the compensation of an employee on a temporary basis when there is a considerable increase in accountabilities and duties to that employee due to an extended leave by another employee.

B. **Adjustment Guide:** The Adjustment Guide that will be used by supervisory and management personnel in making wage and salary adjustments is shown on Page 12.

The increase guide, shown on Page 11, will be used as a pattern for revision of the Adjustment Guide. The "n" value in the adjustment factor equation shown in each box is the annual pay range change, expressed in decimal form. Numerically, it represents the average change in midpoint values of the District wage and salary pay ranges from year to year. For example, if the average increase in midpoints is 5.0% and the adjustment factor formula is  $A.F. = 1.029 n/2$ , the adjustment factor for that box in the guide is  $(1.029) \times (1.0 + [0.05/2]) = (1.029) \times (1.025) = 1.055$ . The evaluation period (E.P.) shown in each box is the time until the next evaluation. The time periods shown in the center of each box of the increase guide are merely an indication of the average amount of time required for an employee to progress through that box, assuming a constant level of performance and no change in the wage and salary pay ranges for the evaluation period shown.

The adjustment factors computed in the increase guide are transferred to the coinciding box on the adjustment guide and form the basis for the wage and salary adjustments. The evaluation periods shown in each box of the adjustment guide are the same as found on the increase guide.

If an employee falls outside the Wage and Salary Adjustment Guide, the General Manager has the authority to adjust an employee's salary a maximum of 2.5%. (Example: An employee who is at 106% of midpoint and receives a rating of "Meets Expectations" or above on his/her appraisal, the General Manager could authorize a 2.5% salary increase.)

C. **Approval:** The General Manager will determine wage and salary adjustments based on the evaluation rating and in accordance with the evaluation periods and adjustment factors provided for in the Adjustment Guide. An example computation is shown on the attached Salary Adjustment Worksheet (Attachment 3).

D. **Length of Service Increase:** The District recognizes that because of the number of positions with the District, there exists limited opportunities for advancement to positions of greater responsibility and duties that utilize the job skills and knowledge which are gained through experience as an employee of the District. In recognition of the increased value to the District of an employee who has demonstrated a rating of "Meets Expectations" or above job performance



and because of the knowledge and experience gained, it is the policy of the District to increase the salary grade of a position by one grade level following the completion of seven years, fifteen years and twenty-five years of continuous employment in a position.

Part-time employees are eligible for length of service salary grade increases on a pro rata basis.

The wage and salary pay range for the adjusted salary grade will be used in determining wage and salary adjustments. No salary adjustment will be made at the effective date of a salary grade increase unless it coincides with the evaluation date.

Example: If salary grade adjustment is effective 1/1/07 and evaluation date is 7/1/07

- no salary adjustment is made on 1/1/07
- the adjusted salary grade will be used to determine the salary adjustment for the 7/1/07 evaluation.

Performance appraisals for employees who have completed seven years, fifteen years and twenty-five years of employment will consider the experience and additional productivity that is expected of an employee who has been with the District in the same position for an extended period of time.

**E. Compensation For Temporary Duty:** If an employee temporarily serves in the capacity of a higher grade position for an extended period of time (minimum of three months or 60 working days, consecutively), the General Manager shall have the authority to provide additional compensation to that employee for that period according to the general guideline of one-half the difference between the midpoints for the salary grade of the higher grade position and the employee's position.

Policy amended by the Board of Directors February 12, 1998; November 8, 2007.

**PAPIO-MISSOURI RIVER NRD  
WAGE AND SALARY ADJUSTMENT GUIDE**

E.P. = Evaluation Period A.F. = Adjustment Factor n = Annual Pay Range Change					Maximum 120%
~~~~~					112%
E.P. = 1 yr 3 yr A.F. = 1.023n		E.P. = 1 yr 3 yr A.F. = 1.024n	E.P. = 1 yr 2 yr A.F. = 1.037n	E.P. = 1 yr 6 mo A.F. = 1.027n/2	104%
~~~~~		~~~~~	~~~~~	~~~~~	96%
E.P. = 1 yr 3 yrs A.F. = 1.029n		E.P. = 1 yr 2 yrs A.F. = 1.044n	E.P. = 6 mo 1 yr A.F. = 1.029n/2	E.P. = 6 mo 1 yr A.F. = 1.044n/2	88%
E.P. = 1 yr 3 yrs A.F. = 1.032n 1	E.P. = 1 yr 2 yrs A.F. = 1.048n	E.P. = 6 mo 1.5 yrs A.F. = 1.033n/2	E.P. = 6 mo 1 yr A.F. = 1.048n/2	E.P. = 6 mo 6 mo A.F. = 1.10n/2	80%
Unacceptable					Minimum
2 Falls Below Expectations					4 Exceeds Expectations
3 Meets Expectations					5 Far Exceeds Expectations
INDIVIDUAL PERFORMANCE					

E.P. = Evaluation Period A.F. = Adjustment Factor		Effective Date: January 1, 2008					Proposed "n" Factor = 4.8%		Maximum	
									120%	
		~~~~~							112%	
E.P. = 1 yr 3 yr A.F. (07) = 1.033 <b>A.F. (08) = 1.072</b>		E.P. = 1 yr 3 yr A.F. (07) = 1.034 <b>A.F. (08) = 1.073</b>					E.P. = 1 yr 3 yr A.F. (07) = 1.037 <b>A.F. (08) = 1.076</b>		E.P. = 1 yr 3 yr A.F. (07) = 1.047 <b>A.F. (08) = 1.087</b>	
		~~~~~							104%	
E.P. = 1 yr 6 mo A.F. (07) = 1.060 <b>A.F. (08) = 1.069</b>		E.P. = 1 yr 6 mo A.F. (07) = 1.053 <b>A.F. (08) = 1.073</b>					E.P. = 1 yr 6 mo A.F. (07) = 1.054 <b>A.F. (08) = 1.054</b>		E.P. = 1 yr 6 mo A.F. (07) = 1.060 <b>A.F. (08) = 1.069</b>	
		~~~~~							96%	
E.P. = 1 yr 1.5 yr A.F. (07) = 1.042 <b>A.F. (08) = 1.082</b>		E.P. = 1 yr 1.5 yr A.F. (07) = 1.038 <b>A.F. (08) = 1.058</b>					E.P. = 1 yr 1.5 yr A.F. (07) = 1.054 <b>A.F. (08) = 1.094</b>		E.P. = 1 yr 1.5 yr A.F. (07) = 1.052 <b>A.F. (08) = 1.052</b>	
		~~~~~							88%	
E.P. = 1 yr 6 mo A.F. (07) = 1.042 <b>A.F. (08) = 1.082</b>		E.P. = 1 yr 6 mo A.F. (07) = 1.053 <b>A.F. (08) = 1.073</b>					E.P. = 1 yr 6 mo A.F. (07) = 1.058 <b>A.F. (08) = 1.058</b>		E.P. = 1 yr 6 mo A.F. (07) = 1.060 <b>A.F. (08) = 1.069</b>	
		~~~~~							80%	
Unacceptable 1		Meets Expectations 3					Exceeds Expectations 4		Far Exceeds Expectations 5	
		Falls Below Expectations 2							Minimum	

INDIVIDUAL PERFORMANCE

## **VIII. REVIEW AND UPDATING**

### **A. Job Descriptions**

### **B. Salary Grades**

### **C. Wage and Salary Pay Ranges**

**D. Adjustment Guide:** The General Manager will periodically review and update job descriptions and salary grades. The General Manager shall report any changes in job descriptions and salary grades to the Board of Directors at the next regular Board meeting.

The General Manager, in consultation with management and supervisory personnel of the District and considering the input of individual employees, will each year provide recommendations to the Personnel, Legislative and Public Affairs Subcommittee for changes in wage and salary pay ranges and the adjustment guide as soon as the State Salary Survey is available from the State of Nebraska Personnel Department. The Subcommittee will review this information and make a recommendation to the Board for consideration and action. The actions shall be effective retroactively January 1st of each year.



**PAPIO-MISSOURI RIVER NATURAL RESOURCES DISTRICT  
JOB DESCRIPTION**

**DATE:** May, 1997

**POSITION TITLE:** CUSTODIAN/FACILITY MAINTENANCE TECHNICIAN

**POSITION DEFINITION/CLASSIFICATION - SALARY GRADE:** Full Time/Hourly - 5

**NORMAL WORK SCHEDULE:** As arranged

**OFFICE LOCATION:** 8901 S. 154 St., Omaha, NE 68138

**SUPERVISOR:** Park Superintendent

**DESCRIPTION:** This employee will perform general custodial and facility maintenance duties at the Natural Resources Center and provide night security at closing of the NRC and park facility.

**SPECIFIC RESPONSIBILITIES:**

1. Duties shall include the general janitorial maintenance and upkeep of the District's office (Natural Resources Center) such as collecting and disposing of refuse and wastepaper, wash windows, cleaning of restrooms, dusting, washing and waxing of tile floors, sweeping and vacuuming carpets and replacing light bulbs.
2. Employee must also check and refill paper towel, toilet tissue and soap dispensers so as to have them available for daily use.
3. Shall be responsible for ordering and maintaining cleaning and material needs.
4. Duties will also include moving furniture and equipment within the building as required.
5. Duties will also include the monitoring of after hour activities in the NRC and the recreation area to include the secure closing of the park facility and the NRC.
6. Shall be responsible for general groundskeeping duties for the Natural Resources Center including (but not limited to) mowing, raking, planting, snow removal, collecting and disposing of refuse.
7. Employee's duties shall also include the general maintenance and repair of equipment, buildings, grounds and facilities.
8. Employee may also be asked to coordinate volunteer workers at the NRC and on park grounds.
9. Performs related work as required.
10. May be required to assist with emergency operations work in accordance with emergency operations program.

11. May be required to assist with special weekend activities, i.e. runs, walks, large groups in NRC.
12. Employee must maintain close coordination with the supervisor.
13. Should be aware of and understand District policies and procedures.
14. Inform supervisory staff of broken or malfunctioning equipment/fixtures and report safety hazards.

### **WORK REQUIREMENTS:**

#### Education and Experience:

1. Previous experience is preferred, although not required, for this position.
2. Knowledge of the position will be acquired as the work is performed.
3. The employee must be able communicate, both orally and in writing, and follow instructions.
4. A driver's license valid in Nebraska is required.

#### Physical:

1. Pre-employment medical exam required (including drug testing).
2. Must be free of physical handicaps that would prevent the employee from performing safe and efficient equipment operations.
3. Physical strength and agility sufficient to do strenuous equipment operation and manual labor under varying weather and job site conditions.
4. Work may also involve extended work hours.
5. Must be able to lift a minimum of forty (40) pounds.

#### Dimensions:

1. 40% of time spent cleaning and maintaining NRC.
2. 20% of time spent on grounds work around NRC.
3. 20% of time spent assisting and monitoring activities being held in NRC.
4. 20% of time spent in park security, i.e., securing and closing park at night.

**PAPIO-MISSOURI RIVER  
NATURAL RESOURCES DISTRICT**

**Employee Performance Appraisal Form**

Name \_\_\_\_\_ Department \_\_\_\_\_

Title \_\_\_\_\_ Report Period From \_\_\_\_\_ To \_\_\_\_\_

**GENERAL INSTRUCTIONS/PURPOSE:**

This form is to be used as a tool to set priorities and review performance for employees. Please review the employee's job description and major accountabilities. Decide together, with the employee, their performance priorities for and list those in Part I of this form. It is important that you both agree and understand which priorities will be evaluated. At the time of review, comment on performance in each priority to date and show specifics to support that rating. It is recommended that semi-annual updates be completed with employees with a year end final evaluation. You should have at least 5 major performance priorities listed. You may attach additional copies of Part I to this report if necessary.

To complete **Part I and Part II** please review each Performance Priority and Important Factors and comment on the employee's performance. Be sure to describe specifically the employee's performance for each item listed. **Part III** List personal development goals and objectives for the employee to work on. This should be developed at the beginning of the year and progress reviewed semi-annually. **Part IV** Employee comments about their performance, the review, and overall general comments. **Part V** Supervisor's comments about overall performance.

**PERFORMANCE RATING DEFINITIONS:**

- |                                    |                                                                                                                                                                                                                                                 |
|------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1) Unacceptable</b>             | Performance level unacceptable. Consistently failed to meet performance priorities and position requirements. Does not merit retention unless immediate corrective action is possible. An action plan is required for any rating at this level. |
| <b>2) Falls Below Expectations</b> | Some aspects of performance are acceptable or approach the established priorities and expectations. Definite improvements are necessary within a specified time period. Action statement or plan is required for any rating at this level.      |
| <b>3) Meets Expectations</b>       | Performance is fully acceptable; performance priorities, responsibilities and accountabilities outlined are met consistently and are done in an acceptable manner.                                                                              |
| <b>4) Exceeds Expectations</b>     | The majority of the performance priorities exceed expectations. Employee also assumes additional responsibilities which are above and beyond basic expectations of the position.                                                                |
| <b>5) Far Exceeds Expectations</b> | All the performance priorities exceed expectations. Demonstrates exceptional contributions and accomplishments. Regularly goes beyond expectations of position. Actively seeks out additional responsibility beyond position requirements.      |

PART I - PERFORMANCE PRIORITIES

List in Priority order and  
include comments and ratings.

1. Unacceptable
2. Below Expectations
3. Meets Expectations
4. Exceeds Expectations
5. Far Exceeds Expectations

PRIORITIES	REVIEW COMMENTS	Supv. Rating	Emp. Rating
1.			
2.			
3.			
4.			
5.			



## PART II - IMPORTANT FACTORS REVIEW

Include comments, specific examples and ratings.

1. Unacceptable
2. Below Expectations
3. Meets Expectations
4. Exceeds Expectations
5. Far Exceeds Expectations

FACTOR	REVIEW COMMENTS	Supv. Rating	Emp. Rating
1. <b>Technical Competence</b> - The employee displays the competence required to successfully accomplish the requirements necessary for the position.			
2. <b>Communications</b> - The employee is able to communicate information clearly, logically and convincingly either orally or written.			
3. <b>Problem Solving</b> - The employee recognizes the need, analyzes all the information, considers a number of possible solutions/alternatives, and makes sound decisions or recommendations.			
4. <b>Teamwork</b> - The employee builds a cohesive unit, is supportive of employees and teams and demonstrates tact and patience. The employee is sensitive to differences in people and strives for success by others.			
5. <b>Continuous Improvement</b> - The employee adds value by improving the department's function. The employee is continually looking at ways to improve their position, their area, their department. The employee is not satisfied with the status quo.			
6. <b>Personal Responsibility</b> - The employee takes ownership for their performance and actions. Attempts to improve their skills and contributions to the District. Possesses acceptable attendance record.			
7. <b>Supervisor Responsibility</b> - The employee coaches, supports and assists in the development of people and conducts performance appraisal reviews on a timely manner.			
8.			

PART III PERSONAL DEVELOPMENT GOALS: SUPERVISOR & EMPLOYEE DEVELOPMENT	
1.	
2.	
3.	
4.	
5.	

PART IV -- EMPLOYEE REVIEW/COMMENTS

PART V -- SUPERVISOR COMMENTS/SUMMARY

Please check the appropriate overall Performance Rating below:

1 Unacceptable	2 Falls Below Expectations	3 Meets Expectations	4 Exceeds Expectations	5 Far Exceeds Expectations

\_\_\_\_\_  
Employee

\_\_\_\_\_  
Date

\_\_\_\_\_  
Second Manager

\_\_\_\_\_  
Date

\_\_\_\_\_  
Reviewer

\_\_\_\_\_  
Date

\_\_\_\_\_  
Third Manager

\_\_\_\_\_  
Date

\_\_\_\_\_  
General Manager

\_\_\_\_\_  
Date

Attachment 2

Example  
Salary Adjustment Worksheet

Name: Mary Smith

Job Title: Project Coordinator

Date: 1/4/2008

Salary Grade: 9 Length of Service Increase: Yes x No       
Adjusted Salary Grade: 10

Current Salary: \$50,491.10 Midpoint: \$47,068.70

%of Midpoint: 107.3%

Current Performance Evaluation Level: Meets Expectations

Adjustment Factor\*: 1.025

Adjusted Salary: \$51,753.38 \$1,262.28 increase

% of Midpoint\*: 110.0%

Effective Date: 1/4/2008

Next Evaluation Date: 1/4/2009

\* Based on Current Adjustment Guide and Salary Range

Comments:

\_\_\_\_\_  
(General Manager's Signature)

\_\_\_\_\_  
(Date)

Attachment 3

Attachment 3 - Mary Smith - 2008